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Place-based leadership and the inclusive city: an international analysis

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A presentation in five parts:

• Prelude: Leading the Inclusive City
• Engaged scholarship and the inclusive city
• Place-less power and place-based governance
• Place-based leadership and innovation zones
• Innovation Stories and international lesson-drawing
Part 1:
Prelude: Leading the inclusive city
Leading the inclusive city

A new book to be published by The Policy Press (University of Bristol) in November 2014
Freiburg

...how to be green in a recession
Freiburg – a radical approach to local leadership

A city with a population of 220,00 and falling car ownership
Stunning public transport and very high quality urban design
In 1970 = no bike paths; now = over 300 miles
Over 1,000 jobs in solar technology in the last ten years
Joan Fitzgerald (2010) in *Emerald Cities* says:

‘Vauban goes beyond anything we are thinking of in the United States under the banners of smart growth, transit-oriented development, or new urbanism’ (p2)
Freiburg – explaining the success

Constitutional protection for local authorities to do things differently – independent local government

Very strong local leadership – a Green Party Directly Elected Mayor

Community activism at the local level is highly developed

Imaginative public servants pushing at the boundaries – for example, Wulf Daseking, the long-serving Director of Planning and Building

Sources:


Innovation Story 11 in *Leading the Inclusive City*
Part 2:
Engaged scholarship and the inclusive city
Engaged scholarship

The scholarship of engagement links academic and civic cultures in a continuous creative process:

On engaged scholarship: see Boyer (1996)
Imagining the inclusive city

My utopian vision of the inclusive city:

‘The inclusive city is governed by powerful, place-based democratic institutions. All residents are able to participate fully in society, and civic leaders strive for just results while caring for the natural environment on which we all depend’

A value-laden vision of a desirable future for cities and city regions:

• democratic
• place-based
• just
• environmentally aware

*Leading the Inclusive City* (forthcoming) contains sixteen Innovation Stories providing examples of cities that are progressing with this agenda.
Part 3:
Place-less power and place based governance
From government to governance

The shift from government to governance is a familiar theme in urban and regional studies.

Governance acknowledges the diffusion of responsibility for collective provision: the state cannot ‘go it alone’

This shift from government to governance has profound implications for place-based leadership.

Effective leadership needs to be dispersed and interactive, rather than concentrated and instructional.
Place-less power in a global era

Globalisation has resulted in a spectacular growth in place-less power in the last thirty years...

**Place-less** decision makers disregard the consequences of their decisions for particular places. This has devastating consequences for people living in particular places.

A story about chocolate bars… if there is time

**Place-based** decision makers have a commitment to improving the quality of life of communities living in ‘their’ place.

This highlights a distinction between different kinds of private sector organisations: the predators and the producers.
Place-based power in a global era

Place is being neglected in the literature on globalisation.

Urban political science reveals two main logics to the power of place in modern societies:

1) Economic logic. Localities as powerless victims in a process of global economic restructuring. Cities as business corporations.

2) Political logic. Localities as political entities with elected leaders accountable to local citizens. Cities as expressions of socio-cultural values.

A third perspective needs to be added:

3) Environmental logic. Cities are part of the natural ecosystem. Environmental limits must be respected.
Where are the feelings?

Urban and regional development has neglected how people feel about ‘their place’ – the dominance of economic perspectives has obscured the importance of a key dimension in public policy.

Michael Sandel (2012) has argued that we have drifted ‘from having a market economy to being a market society’.

Sandel argues that there are moral limits to markets.

Emotions, feelings, identity, attachment, solidarity – these are key elements in urban experience and they are centre-stage in place-based leadership but urban and regional studies says relatively little about them.
Part 4: Place-based leadership and innovation zones
Framing the power of place
Defining leadership in new ways

- The origins of leadership theory are military
- Early dominance of ‘command and control’ thinking – the ‘city boss’
- Moves towards ‘facilitative’ leadership have grown
- Understanding how to lead when you are not in control is now critical for civic leadership
- My definition of leadership:

  **Shaping emotions and behaviour to achieve common goals**

Realms of place-based leadership
Place-based leadership in context
Part 5:
Innovation Stories and international lesson-drawing
What is an Innovation Story?

- A short, structured narrative describing a particular innovation
- It throws light on how change was brought about
- It tries to draw out leadership lessons for others
- It focuses on the roles of place-based leaders in bringing about bold moves towards the creation of the inclusive city

- Not to be confused with a detailed case study
- Acts as a source of inspiration for other place-based leaders
- Recognises that there is no such thing as ‘best practice’
- Guards against the ‘narrative fallacy’ (Kahneman 2012)
Innovation Stories in Leading the Inclusive City

There are sixteen Innovation Stories in *Leading the Inclusive City*:

1) New York City   9) Curitiba
2) Bristol       10) Guangzhou
3) Chicago       11) Freiburg
4) Swindon       12) Copenhagen
5) Enschede      13) Melbourne
6) Langrug       14) Hamamatsu
7) Auckland      15) Toronto
8) Malmo         16) Portland

More details in Hambleton *Leading the Inclusive City* (forthcoming)
International lesson-drawing

• Globalisation forces civic leaders to pay attention to international trends and developments
• Cities have been relatively slow in developing their international strategies but this is now changing quite quickly
• International city-to-city learning and exchange is expanding rapidly
• Engaged scholarship can play a role in assisting city-to-city learning
• International comparative urban and regional research can advance academic understanding as well as contribute to policy and practice
• Leadership should be given more attention in studies of urban and regional development
Some sources…


Thank you for your attention!

More international examples and further analysis of leadership themes:
www.urbananswers.co.uk